



Making The Grade: Performance Standards Aimed at Getting an “A”

NACOLE 2009

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November 2, 2009

www.cpc-cpp.gc.ca

Presentation Outline

- Brief description of our agencies and remit
- Our historical problems and need for change
- What actions we took
- Results
- Who's watching us



Background - CPC role & mandate

- Parliament enacted Part VII of the RCMP Act in 1988 to create the Commission for Public Complaints against the RCMP (CPC)
- CPC a quasi-judicial body that provides impartial and independent adjudication of RCMP conduct
 - CPC mandate limited to RCMP conduct and does not extend to include criminal investigations or discipline
- The RCMP is a federal police institution of 29,000 employees that perform federal, provincial and municipal policing on contract to the provinces



CPC - What we do

- Receive complaints
- Chair initiated complaints
- Public interest investigations
 - Hold hearings
- Review function

Why Service Standards

- Complainants & Members have the Right to Be Heard in a Timely Fashion
- Chronic Backlog

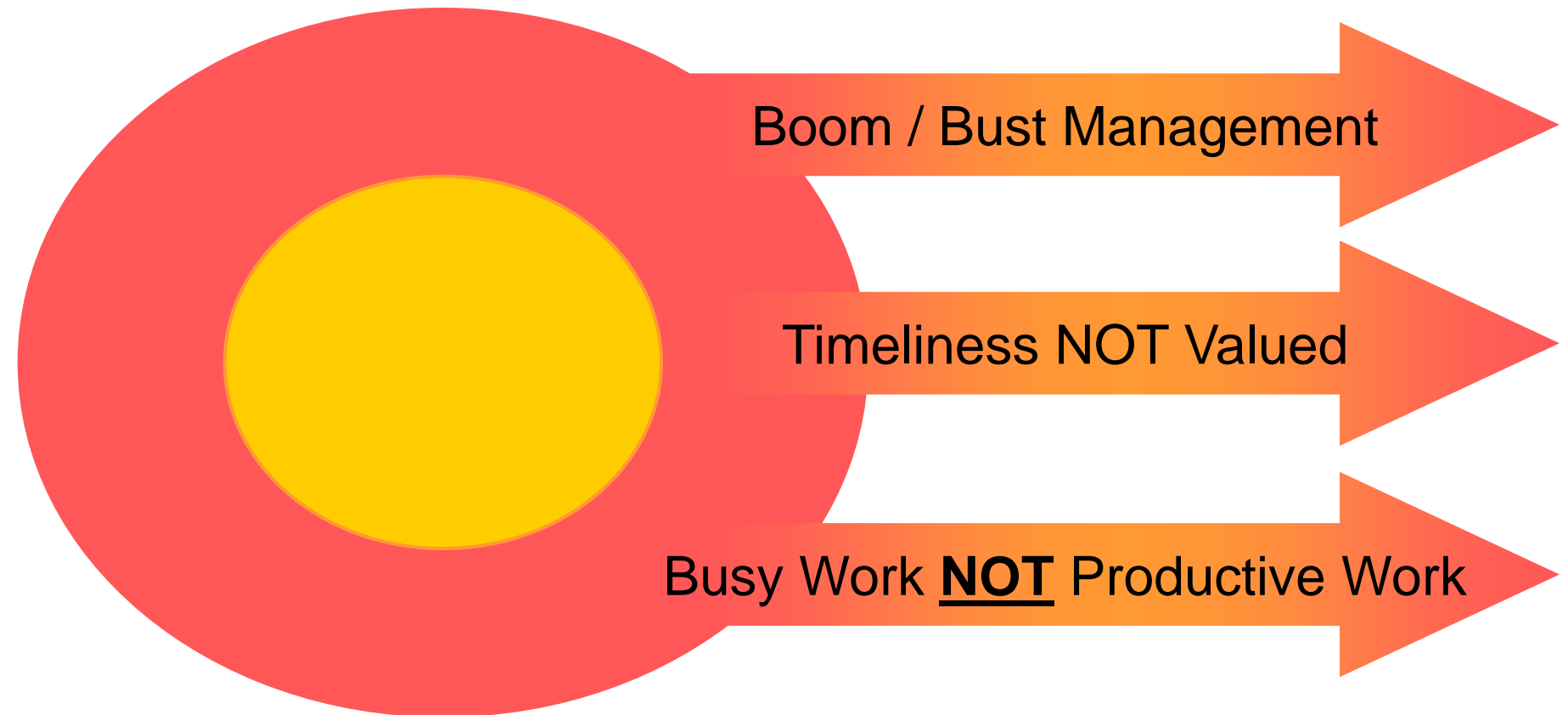
Nature of the Backlog

- Growing Inventory of Files
- Files “Sitting” for 2 to 6 Years
- In Custody Death – 1289 Days

Impact of the Backlog

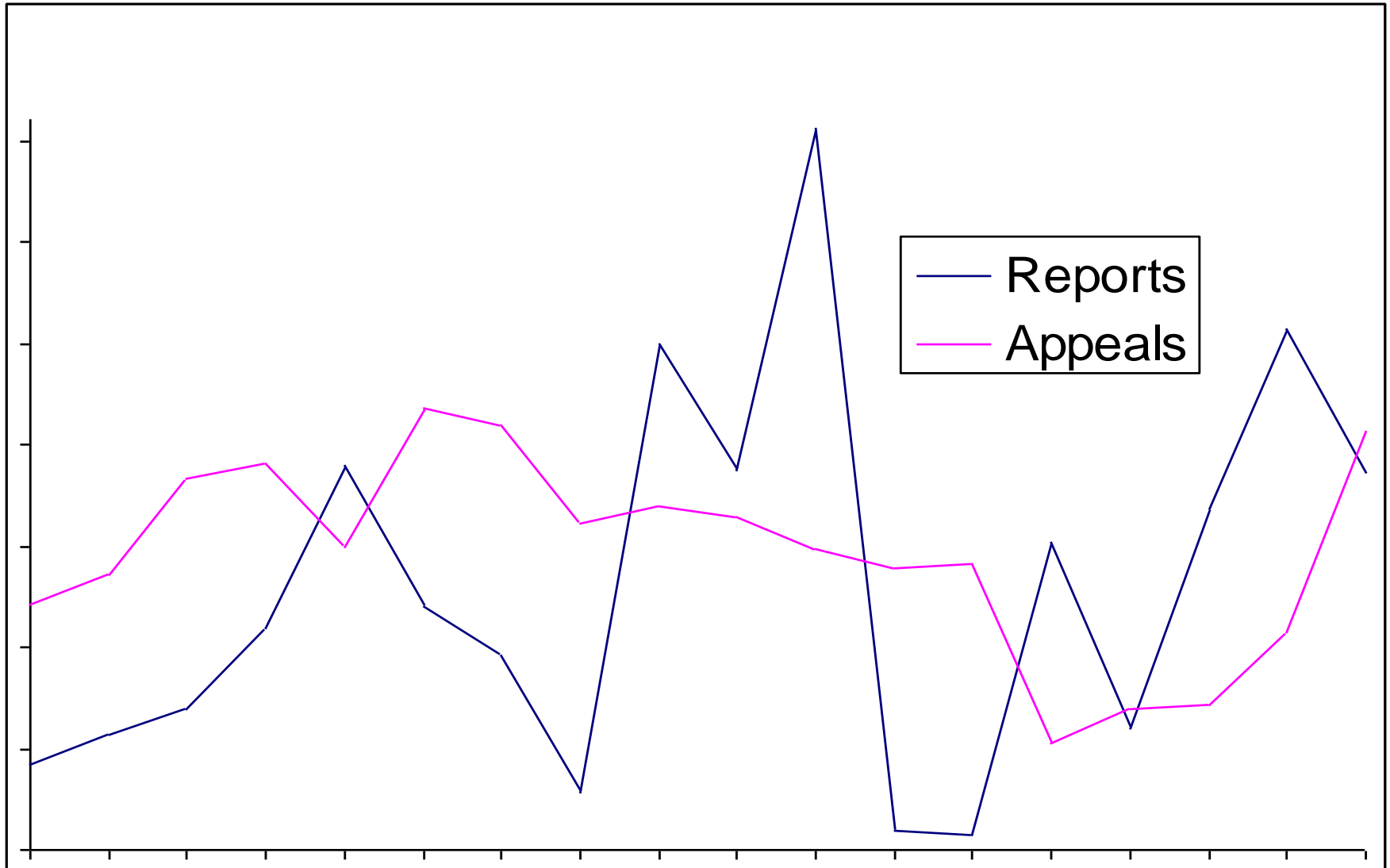
- Unresponsive to Complainants
- Unfair to RCMP Members
- Negatively Impacted Nature & Scope of Recommendations
- Undermined CPC Credibility
- Undermined Credibility of Public Complaints Process
- Undermined Public Confidence in Policing

Backlog Culture Characteristics



Reports vs. Appeals

1988-2007



Backlogs Are Symptoms

- Treat the Underlying illness
- “If you Don’t Like *Change* ...
You’ll Like *Irrelevance* Even Less”

Solution – A Paradigm Shift



How The
CPC
Approached
Service
Standards

First Step Towards Performance
Culture

Custodian – Complaints Process

Client Focus

Aggressive, Realistic & Flexible

How The CPC Approached Service Standards

1-Year Implementation

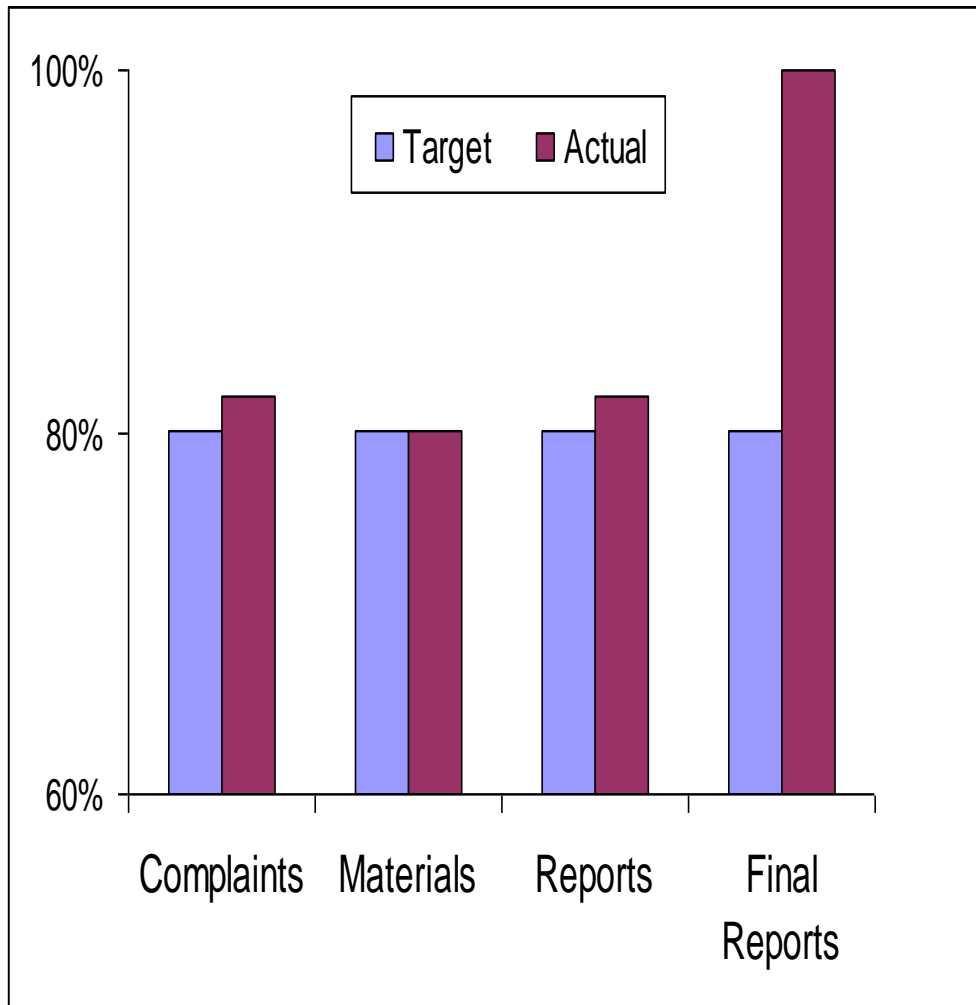
Streamline Processes

Resource Allocation

Track & Communicate

Service Standards

Results



Benefits

Reality Check

Value Added Work

Institutional Credibility

Challenges of Service Standards

Sustainability

Workload Impact

Better Resources

More Complaints & More Appeals

Service
Standards
Are a
Commitment
To the
Principles
of

Justice

Transparency

Accountability



www.complaintscommission.ca